

TESORO

**COOK INLET
1999
AREA EXERCISE**

SPILL MANAGEMENT TEAM

**UNIFIED COMMAND
TESORO
USCG
ADEC**

**April 7 & 8 1999
Cook Inlet 1999 Spill Drill**

TESORO EXERCISE DOCUMENTATION FORM

Exercise/Incident Name: Cook Inlet Trader Incident

Exercise Date: 7 & 8 April 99

Exercise/Incident Location: Cook Inlet, (Nikiski & Homer) Alaska

Date Prepared: 18 May 99

TYPE OF EXERCISE:

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. <input checked="" type="checkbox"/> Notification Exercise (Internal)</p> <p style="padding-left: 20px;">Emergency Procedure Exercise (Internal)</p> <p><input checked="" type="checkbox"/> Spill Management Team Tabletop Exercise (Internal)</p> <p><input checked="" type="checkbox"/> Equipment Deployment Exercise (Internal)</p> <p>2. Date and Time Performed: Start: <u>0800 am</u></p> <p>3. Exercise or Actual Event? <input checked="" type="checkbox"/> Actual Event</p> <p>4. Unified Command implemented? <input checked="" type="checkbox"/> No</p> | <p>Governmental Initiated (External)</p> <p><input checked="" type="checkbox"/> Area Exercise (External)</p> <p><input checked="" type="checkbox"/> Announced</p> <p>Unannounced</p> <p>End: <u>1800 pm (two day drill)</u></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

RESPONSE CATEGORY:

5. Average Most Probable Discharge: _____
- Maximum Most Probable Discharge: _____
- Worst Case Discharge: _____
- Actual Size: Simulated 13,777 _____ Real _____ bbls.

QUALIFIED INDIVIDUAL NOTIFICATION EXERCISE

6. A. Name of Qualified Individual: _____
- B. Is Qualified Individual Identified in Contingency Plan? Yes No
- C. Notification method: Telephone _____ Pager _____ Radio _____ Person _____ Other _____
- D. Did notification procedure follow C-Plan? Yes No

SPILL MANAGEMENT TEAM TABLETOP EXERCISE

7. A. Describe objectives and how they were exercised: See attached documentation. Basic objective was to have an integrated response involving industry, OSR Agency (Federal, State & Local) and CIRCAC. Exercise various contingency plans, deploy adequate response equipment for the scenario, Exercise Unified Command and Tesoro Spill Management Team.

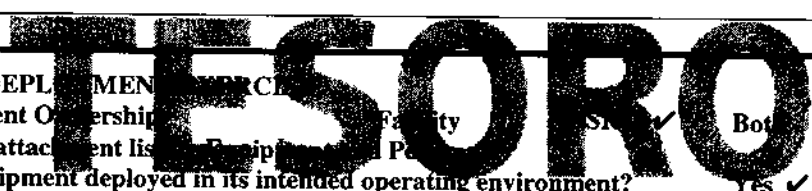
B. Descriptions of lessons learned: Performance Standards and critiques attached.

EQUIPMENT DEPLOYMENT EXERCISE

8. A. Equipment Ownership: _____ Facility _____ State Both _____
- B. Provide attachment list: _____
- C. Was equipment deployed in its intended operating environment? Yes No
- D. Describe objectives and how they were exercised: Deploy adequate response equipment. Response Equipment was deployed out of Homer Alaska on day two of the exercise. This was an excellent opportunity to test the IAP against an actual deployment.

E. Descriptions of lessons learned: Sufficient response equipment was deployed including a helicopter (with Dispersant bucket & Heli-torch), OSRV Heritage Service, OSV Champion (w/VOSS), USCGC Ironwood (w/VOSS), Barge 141 (w/Transrec 250), Resolution (w/ Lori Brush & mini barge), Moriah (with foxtail & mini barge), several Fishing Vessels, USCG Auxiliary (Safety Boats). Over 30,000 barrels per day skimming capacity deployed. (See attached CISPRI equipment listing)

F. Is Spill Response Equipment in a Preventative Maintenance Program Yes No



TESORO EXERCISE DOCUMENTATION FORM (Cont.)

EMERGENCY PROCEDURES EXERCISE:

9. A. Describe objectives and how they were exercised: Not Tested
-
- B. Descriptions of lessons learned: _____
-

CORE REQUIREMENTS:

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>10. ✓ Notifications</p> <p> ✓ Staff mobilizations</p> <p> ✓ Response Management System:</p> <p> ✓ Unified Command</p> <p> ✓ SMT Operations</p> <p> ✓ Discharge Control</p> <p> ✓ Assessment</p> <p> ✓ Containment</p> <p> ✓ Recovery</p> | <p> ✓ Protection of Sensitive Areas</p> <p> ✓ Disposal</p> <p> ✓ Communications</p> <p> ✓ Transportation</p> <p> ✓ Personnel Support</p> <p> ✓ Equipment Maintenance</p> <p> ✓ Procurement</p> <p> ✓ Documentation</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ADDITIONAL COMMENTS

11. We are very positive over the outcome of this exercise. We accomplished the majority of our goals and fulfilled the requirements for area exercise credit. While there were deficiencies noted, the overall involvement of a collective team effort does demonstrate that we can mount a sustained response as an integrated team. This was an excellent first start to the "Tesoro Away Team" providing the ability to reinforce current Spill Management Team staffing levels. This exercise also provided for the integration of the Cook Inlet Regional Citizens Advisory Council and turned spectators into exercise participants and more importantly team members. Both the facility and response provided by Cook Inlet Spill Prevention and Response Inc. (CISPRI) was outstanding and received many positive comments.

LIST OF ATTACHMENTS: (Area exercise package only)

12. ✓ Incident or Scenario and Objective of exercise/Incident ✓ Incident Action Plan
- ✓ ICS 201 Initial Incident Briefing ✓ Critique/Lessons Learned
- List of Equipment Operational Problems ✓ Tesoro Exercise Evaluation

CERTIFICATION:

Rodney Cason *Rodney Cason*
 Signature of Tesoro Representative

Tesoro Alaska Company
 Company

Doug Dentsch *Doug Dentsch*
 Signature of OSRO Representative (if present)

CISPRI
 Company

William Hutmacher *William Hutmacher*
 Signature of Federal Agency Representative, FQSC

USCG MSO Anchorage, AK
 COTP Zone

Brad Hahn *Brad Hahn*
 Signature of State Agency Representative, SOSC

ADEC Anchorage Office
 Office

Prepared By: John W. Kwietniak Position: Tesoro Contingency Planning Phone: (907) 776-3569

Cook Inlet 1999 Spill Drill EXERCISE SCENARIO

On 07 April 1999 at 0630, the Tank Vessel **Cook Inlet Trader** was, making a routine approach to the **Kenai Pipeline Company Dock (KPL)** when the vessel lost propulsion and allided with the dock causing extensive damage to the Port side of the vessel in the area of the # 4 and # 5 cargo tanks. The dock "Person in Charge" (PIC) felt the entire dock structure move and immediately contacted the Tank Farm Control Room to report the allision. The PIC could hear the sound of metal ripping from the hull of the vessel. The dock mooring crew could also smell a strong odor of crude oil and could hear gas escaping from the vessel's Port side. The mooring crew then reported a large tear in the port side of the vessel that was leaking crude oil into Cook Inlet.

The T/V **Cook Inlet Trader** earlier that morning departed the Drift River Platform and reported no problems with any onboard equipment. The T/V **Cook Inlet Trader** was laden with **257,100 barrels** of Cook Inlet Crude.

Note: There is damage to the K.P.L. Dock. Dock is usable. All transfer systems operating normally.

MISSION STATEMENT

It is the overall intent that this drill will be a team effort with all parties contributing.

The success of this exercise will be based on Teamwork.

DRILL INFORMATION

Dates: 7 & 8 April 1999

Drill Schedule: DAY ONE: 0800 to 1700 (5:00 pm)

Location: CISPRI Command Post, Nikiski, Alaska
Tesoro Alaska Company Spill Management Team

0730-0800 Sign-in at CISPRI (Coffee, fruit, pastries provided by Tesoro)
0800 Exercise starts
(Spill Management Team assembled at CISPRI Command Post)
1130-1300 Lunch (working lunch) provided by Tesoro at CISPRI.
1600 Secure from exercise (maintain all paperwork)
1600-1700 Conduct exercise critique (Facilitated by Section Leader)

Drill Schedule: DAY TWO: 0730 to 15 00 (7:30 am to 3:00 pm)

Location: Land End Resort, Homer, Alaska
Tesoro Spill Management "Away Team"

0630-0800 Continental Breakfast available in Lands End Command Post
0730 Operational briefing for all "on-water" activities.
0800 Exercise starts (All "Away Team" members assembled at the
Lands End Conference Room)
1130-1230 Lunch available in Lands End "Command Post" for SMT
1400 Exercise ends
1400-1500 General Critique with Section Leaders and Command Staff
Away Team issues

Duration: This will be a 2 day exercise.
Day One Tesoro Alaska
Day Two Tesoro Away Team

Meals: Lunch provided both drill days
Box Lunches will be provided for all on water responders (day two).

Critique: Critique sheets will be provided during the last hour of the exercise.
All participants are asked to meet within their respective sections and document what went wrong as well as what went right. Please keep in mind that all critiques will be taken seriously. A drill "overview" general critique will take place during the last hour of the drill by section. A general critique will follow with section leaders and key personnel. The critiques will be collated for later distribution and action.

EVENT SPECIFICS

Date: 7 April 1999 Incident date

Time: 0700 (Time of spill notification)

Weather: Actual weather on the day of the exercise.

Seas: Actual sea conditions encountered during the drill period.

Tides: Apply tides for 7 / 8 April 99

Vessel Position: Currently docking at KPL Dock

Vessel Status: Vessel has regained propulsion and is fully operational.

Last port of call: Cook Inlet Pipeline Company Dock, "Drift River", and Alaska
Next port of call: K.P.L. Dock, Nikiski, Alaska

Wildlife: There are no initial reports of wildlife impacted at this time.

Airports: Actual

Cargo: 257,100 bbls. Cook Inlet Crude Oil
 Cargo Temps average 70 deg F in wing tanks. 88 deg in center tanks. A.P.I. 29.8

			CARGO TANKS (In Barrels)		
Port		Center	Starboard		
1P	14,842	1C 19,180	1S	14,894	
2P	0	2C 32,868	2S	0	
3P	S.B.T.	3C 21,974	3S	S.B.T.	
4P	19,384	4C 21,882	4S	19,438	
5P	19,334	5C 32,729	5S	19,305	
6P	0	6C 21,270	6S	0	
Total		Total	Total		
53,610		149,903	53,637		

Spill Trajectory: 0800 an oil slick extends from the off the KPL dock to the East Forelands.. There is shoreline impact visible along the area around rig tenders dock.

EXERCISE GROUND RULES

◆ "TABLETOP DRILL":

- ❖ The drill will be a two day exercise. Day One will be a "Tabletop Exercise" at CISPRI. Day Two will be a continuation of the Tabletop Exercise, this will be conducted at the Land's End in Homer with equipment deployment in Kachemak Bay.

◆ PARAMETERS:

Participants will use **actual time, weather, tides, and currents.**

◆ STAFFING/FLOW OF EVENTS:

The drill will not require 24-hour manning.

General flow of events is as follows:

- ❖ At the end of Day 1, Exercise Controllers will review the Incident Action Plan.
- ❖ We will continue to use the area off KPL as the spill location for paperwork purposes. Actual equipment deployment will be in Kachemak Bay.

◆ SAFETY ISSUES:

- ❖ All drill participants will maintain constant Safety Awareness and report any potential/actual safety hazards to the Safety Officer.
- ❖ **There will be no simulated medical emergencies included as part of the scenario.**
- ❖ Any reports of injuries or imminent safety hazards shall be handled as real emergencies.
- ❖ In the event of an emergency situation, participants and controllers will call for an immediate time-out ("**Stop Exercise**") and respond to the emergency situation.
- ❖ On-water activities will be weather dependent. At no time will responder safety be compromised.

◆ EXERCISE COMMUNICATIONS:

- ❖ Precede and end all communications (Both written and verbal) with "**THIS IS A DRILL.**" This is especially critical when contacting sources outside of the Command Post and communicating with Field Resources.

◆ MEALS:

- ❖ There will be **no** formal breaks during the drill for meals. Participants will continue the response through the meal period (i.e., informal, staggered breaks to ensure staffing of ICS positions in the Command Post).

EXERCISE GOALS AND OBJECTIVES

GOALS:

- ◆ Coordinated "Unified" spill response efforts through the Incident Command System.

AREA EXERCISE OBJECTIVES:

- ◆ Exercise the Area Contingency Plan, along with the Unified Plan, Tesoro Cook Inlet Vessel Plan, MORMAC VRP.

- *Verification: On-site evaluation*

- ◆ Exercise the Unified Command with the appropriate participants.

- *Verification: Development of Unified Command Organizational chart.
Develop Incident Action Plan*

- ◆ Deploy adequate response equipment for the exercise scenario.

- *Verification: Agency evaluation.*

- ◆ Exercise the Area and Industry Spill Management Teams.

- *Verification: . Development of Unified Command Organizational chart
Develop Incident Action Plan*

(All above items will be evaluated by the Coast Guard)

ADDITIONAL OBJECTIVES:

UNIFIED COMMAND:

- ◆ Press statements will be released via Unified Command

- *Verification: Unified Command signatures displayed on all Press Releases*

- ◆ Improve contact with local communities

- *Verification: Liaison log. RCAC will be directly involved in this section. Liaison dialog with local communities and government agencies*

- ◆ Evaluate Unified Command meeting location
 - *Verification: Post drill critique issue.*
- ◆ Involve RRT by phone (No pre-knowledge to RRT on specific decision(s) or issue(s).
 - *Verification: Completion of appropriate RRT checklist verses time involved with the approval process.*
- ◆ JIC public information releases. (Press Briefing)
 - *Verification: Provide effective Joint Press Releases and conduct Joint Press Conference (FOSC,SOSC, Tesoro) Representatives.*
- ◆ Exercise new Tesoro Away Team
 - *Verification: Execution of an Incident Action Plan. (First Day IAP, second day will be training IAP only)*
- ◆ Dispersant Application Process and Equipment Deployment:
 - *Verification: Execution of Dispersant Application and evaluation of equipment deployment.*
- ◆ In-situ Burning Application Process and Equipment Deployment:
 - *Verification: Execution of In-Situ Burn Application and evaluation of equipment deployment.*
- ◆ Fishing Vessel Availability:
 - *Verification: Execution of an Incident Action Plan and evaluation of equipment deployment.*
- ◆ Shoreline Cleanup Assessment Team (SCAT):
 - *Verification: Conduct shoreline assessment demonstration during day two of response activities.*
- ◆ Shipping, Salvage, Lightering, Damage Assessment Issues:
 - *Verification: On site evaluation of MORMAC Marine's Crisis Management Team. Communications with American Bureau of Shipping, Salvage companies and available lightering platforms as outlined in MORMAC's VRP.*
- ◆ Communications:
 - *Verification: On site evaluation of communications between CISPRI Command Post and Field Resources in Kachemak Bay.*
- ◆ Incident Action Plan:
 - *Verification: Validation of IAP execution on day two of exercise.*

LOGISTICAL ISSUES

LOCATION:

DAY ONE: CISPRI COMMAND POST, NIKISKI ALASKA
DAY TWO: LAND'S END RESORT, HOMER ALASKA

COMMUNICATIONS EQUIPMENT / STANDARD OFFICE SUPPLIES will be provided in both locations.

AIR TRANSPORTATION:

- **FUNDING AND SCHEDULING** is the responsibility of each organization.

LODGING:

- **FUNDING AND SCHEDULING** is the responsibility of each organization.

SITE TRANSPORTATION:

- **FUNDING AND SCHEDULING** is the responsibility of each organization.

MEALS:

07 April Meal Schedule:

08 April Meal Schedule:

Time	Meal	Location	Time	Meal	Location
8 - 11	Fruits & Pastries	CISPRI Command Post	6:30 - 8:00	Breakfast	Land's End Command Post
11:30 - 1:00	Lunch	CISPRI Command Post	11:30 - 1:00	Lunch	Land's End Command Post

Command Post Participants

Day One (Estimate)		Day Two (Estimate)	
Participant	Count	Participant	Count
Tesoro Alaska	64	Tesoro Alaska	0
Tesoro Away Team	22	Tesoro Away Team	33
USCG	13	USCG	14
State Agencies	20	State Agencies	13
CIRCAC	7	CIRCAC	7
CISPRI	9	CISPRI	12
Shipping Company	2	Shipping Company	2
Others	4	Others	4
Total	134	Total	85

RESPONSE EQUIPMENT

Vessel	Skimming System	Derated Skimming Capacity
Heritage Service	Foxtail	7704
Barge 141	Transrec 250	7550
Resolution	Lori Brush	13003
Moriah	Foxtail (4 rope)	1714
249 Barrel Barge	Lori Brush	13003
Monarch/Champion	VOSS	7704
USCGC Ironwood	VOSS	
Fishing Vessels	Various	
Total		29,971 barrels per day

**1999 AREA EXERCISE
SELF-EVALUATION FORM
UNIFIED COMMAND**

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

- Members of the Unified Command are identified and an Initial Incident Briefing was conducted (ICS-201).**
TESORO: Organizational Chart was completed; Initial briefing provided by RP.
- Unified Command established the overall response organization and ensured adequate staffing.**
TESORO: Adequate staffing was provided (see ICS-203)
- Unified Command developed and prioritized overall incident objectives and assessed if current and planned actions were consistent with those objectives (ICS-202).**
TESORO: Unified Command provided Incident Objectives (see ICS 202)
- Unified Command established operational Periods, approved meeting schedules, and attended meetings as appropriate.**
TESORO: Meeting Schedule (ICS-230) maintained and posted.
- Unified Command approved an Incident Action Plan (IAP).**
TESORO: Unified Command did approve day one IAP. Day two IAP was completed however not signed.
 - ❖ *Deficiency: Both FOSC and SOSC require planning representative to review IAP prior to their inspection and signature. The Incident Action Plan should be developed, coordinated, and reviewed jointly by the RP and agency staff prior to delivery to the Unified Command.*
Reply: This would have been accomplished if agency personnel would have fully integrated into the planning section. A Unified Command (agency integration) was established and was identified as a primary objective of this exercise. Documentation was available throughout the exercise.
- Unified Command approved or authorized all news releases and media updates.**
TESORO: Unified Command signed off on all releases.
- Unified Command participated in a joint media conference.**
TESORO: Joint media conference with Unified Command was held to demonstrate media ability.
- Federal and State Agencies were successfully integrated into the Spill Management Team.**
TESORO: In majority of areas integration was very successful. More so for the USCG than the State. Several State representatives were hesitant to shed the regulatory role. CIRCAC was fully integrated into the ICS structure.
USCG: Partial - Federal and State Agencies were successfully integrated into the Spill Management Team.

Unified Command Critique

What went well:

1. Tesoro: Integration with the exception of Planning Section Chief positions.
2. Tesoro: Meetings were as scheduled with the exception of the Shift Briefing .
3. Tesoro: Logistics for the drill – planning the transition to Homer and making arrangements for all involved in the exercise went very well.
4. USCG: CISPRI's facility is an excellent one to run a response operation out of. The amenities maximized the use of responder's time by not forcing breaks for lunch, etc...
5. USCG: Moving some of the sections or units (such as the Environmental Unit) out of the main areas cleared the spaces out and reduced command post confusion.
6. USCG: The exercise was an excellent training opportunity and significantly increased each participant's understanding of the other players roles and procedures that may be used in an actual response. Tesoro's version of ICS had substantial differences which made it difficult for the Coast Guard and state to effectively integrate. The drill helped to alleviate this problem in the future.
Reply: The entire U.C. should be flexible enough to adapt to any "Management System" and not let this become a detraction from the overall goal of responding to an incident.
7. CISPRI: Excellent interchange between Unified Command representatives.
8. CISPRI: Concept of transferring all or portions of a response to an away team.
9. CISPRI: Difficult issues such as in-situ burning, dispersants, bivalve sampling, were openly discussed.

What needs work:

1. Tesoro: Too many people at meetings – need to identify ways to prevent disruption of work flow which occurs when meetings are held in the main area and become the central focus.
Reply: Corrected by moving all other meetings to conference room.
2. Tesoro: We need to create an index for the IAP with numbered pages for easier reference.
3. Tesoro: Need a checklist added to the IAP so permits and applications are not repeated in the IAP. This will speed up review time.
4. CISPRI: Discussions re: Dispersants, in situ Burning were not ground truthed through Cispri to see if discussed actions could be implemented. As a result, some misconceptions occurred: ie That Trush aircraft test results would correspond directly to those of a C-130 w/adds pack.
5. CISPRI: Transfer of spill responsibilities to the away team occurred too quickly. Away team did not have sufficient time to assimilate all the knowledge necessary to successfully carry out the IAP. This was partially scenario induced as they could be phased in during a spill. Issue was exacerbated by shift of command to Homer and the use of Fishing Vessels vice CISPRI vessels, etc.

Future Recommendations:

1. **Tesoro:** Drills of this size need to have controllers to provide feedback. We could have integrated Agency personnel with Tesoro personnel to form a control group. Obviously we would want to insure the Controller group did not deter from the focus of the exercise. But they tend to provide a vehicle for feedback to keep the drill moving.
2. **USCG:** Improved controller and "Truth" input would have provided greater realism in conducting the drill. Controllers are needed to drive reality and steer the exercise events towards desired objectives.
3. **Tesoro:** Planning Section Chief reviews and signs off prior to submitting to Unified Command for approval.
4. **CISPRI:** Regulatory agencies expressed some concern that CISPRI did not throw all its assets at the spill. We may need to explain up front that we only deployed what was requested. (This was explained and discussed several times during pre-exercise planning meetings)

1999 AREA EXERCISE
SELF-EVALUATION FORMS
COMMAND STAFF COMMAND

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

Public Information

- Prepared at least one point initial news release, facts sheets and two joint news releases.**
TESORO: Press releases prepared in a timely manner.

- Established Joint Information Center and provided timely and accurate information regarding the spill clean-up effort through news releases, availability of a JIC staff.**
TESORO: Joint Information Center established that included a member of the Cook Inlet Citizens Advisory Council.
USCG: The Joint Information Center process worked well with good liaison between the Liaison and PIO. Press releases must be timed to meet media deadlines (i.e., an 1800 press release is too late to meet the needs of the media). Press Conferences need to be more structured with a specific format and moderator to set ground rules and the agenda with the media. Fact sheets should be distributed at the Press Conference.
ADEC: The Joint Information Center within the CISPRI Command Post was not in an optimum location. Visiting news media would have to walk through the command post operation to get to the JIC location. This could be problematic in terms of exposing response personnel to news media, and adding an additional element of distraction to the response operation. It was suggested that the Command and Command Staff along with the JIC be relocated to the first floor area of the CISPRI facility.
Reply: Security was in place to hold media at the door. The media would have been taken to an area away from the Command Post if necessary as was done during the Media Briefing. As this was an exercise it was important that the JIC interface with the rest of the Command Staff. The Media Briefing was held in a separate location out of the immediate command post. We have always planned for and maintained that in a real event the location of the JIC would be offsite. (Kenai Visitors Center, Tesoro Refinery, etc.)

- Scheduled and facilitated Joint media briefing with Unified Command.**
TESORO: Joint media briefing was scheduled and conducted.

- Ensured that situation status used for news releases was consistent with Planning Section Situation Status information.**
TESORO: JIC used Situation Status information and did not reproduce individual status boards.

Liaison

- Provide information regarding incident and spill status to Agencies, local communities, tribal governments, Citizens groups.**

TESORO: Liaison positions established with assistance from Kenai Borough and Cook Inlet Regional Citizens Advisory Council.

USCG: The liaison was set up to talk to potentially effected mayors very early in the drill. The Cook Inlet RCAC and Kenai Borough made excellent contributions to the drill by getting the word out to the local communities.

- Develop Community contact schedule to keep Community leaders informed**

TESORO: Community Leader contact schedule developed and effectively maintained.

Safety

- Demonstrate the ability to monitor all field operations and ensure compliance with safety standards.**

TESORO: Safety was identified as the number 1 priority for this exercise. Several safety personnel were distributed throughout on water operations including two dedicated Safety platforms.

USCG: Safety was clearly identified as a top priority for the drill. The Safety Plan was very comprehensive but may be so voluminous as to be underutilized. A Safety Summary sheet may be more useful to field level responders. Responders were put in the field very quickly without an approved safety plan. The Safety briefing on Day 2 was not very comprehensive however, field observers did receive an additional safety briefing when boarding assigned vessels.

ADEC: The CISPRI Safety Officer was not available part of the time to consult with the other Safety Officers and provide an additional level of knowledge regarding CISPRI response Operations.

Reply: CISPRI Safety Officer would not be available in a real incident as he would be in the field addressing safety concerns.

- Ensure a site safety plan was developed / approved by the Unified Command and communicated to the appropriate field staff.**

TESORO: Site Safety Plan was developed and approved by Unified Command. Safety plan was communicated to the field staff.

ADEC: Tesoro's Site Safety Plan wasn't available. Because of this Tesoro's Plan could not be exercised to ensure currency and viability of their plan.

Legal

- Provide all legal assistance to Unified Command.**

TESORO: Tesoro provided legal assistance through the "Tesoro Away Team".

Security

- Address and implement adequate security precautions.**

TESORO: Security was available both days of the exercise.

USCG: The check-in/out process at both the CISPRI Command Post and the Lands end at Homer worked very well.

ADEC: The check-in/out process at both the CISPRI Command Post and the Lands end at Homer worked very well.

Command Staff Critique

What went well:

1. CISPRI: Good Safety turn-out. Excellent exposure for those who may be called upon later.
2. CISPRI: Good initiative, addressed issues of concern, duties delegated well.
3. Tesoro: JIC staff was able to quickly establish agreed upon objectives and ground rules.
4. Tesoro: RCAC representative provided local insight on community expectations which was extremely valuable in drafting news releases and anticipating media / community questions.
5. Tesoro: Good integration of ADEC representative.
6. Tesoro: Good interface with the Liaison group.
7. ADEC: The Safety briefing aboard the vessels were well done. The SCAT safety briefing also went well.

What needs work:

1. CISPRI: Condense the Health and Safety plan. It got too big and cumbersome.
2. CISPRI: Pre-training of away team. (This was one of the exercise objectives)
3. Tesoro: Timelier distribution of news releases.

Future Recommendations:

1. Tesoro: Media training for Unified Command.

**1999 AREA EXERCISE
SELF-EVALUATION FORMS
OPERATIONS SECTION**

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

- Operations Section was established as per the Tesoro Contingency Plan.**
TESORO: Operations Section established with agency personnel assigned to positions within specific Task Forces.
- Tactical assignments were made appropriate to the overall incident objectives and strategies.**
TESORO: Tactical Objectives satisfied the Incident Objectives and were verified each meeting with the Unified Command.
- Tactical assignments included strategies developed by the Planning Section including SCAT, Alternative Technology, Disposal, Wildlife, etc.**
TESORO: Five Task Forces were implemented (see ICS 204)
- Operations Section coordinated with planning Section to develop resource orders, tracking and documentation. (Operational Planning Worksheet (ICS-215), Division Assignment Lists (ICS-204)**
TESORO: ICS 215 and ICS 204 forms completed.
- Operations Section coordinated with Planning Section to ensure resource status changes and status displays were accurate.**
TESORO: Needs work. Operations prepared ICS-204 forms and requisitions for logistics. Logistics completed T-cards and forwarded them on to Planning Section (Resources) Due to exercise duration resource changes were not fully implemented.
USCG: The Operations Section maintained a situation unit type status boards that had conflicting information when compared to the Planning Section situation unit status boards. Only one set of status boards should be maintained.
USCG: No –Operations did not coordinate with Planning Section to develop resource orders.
Reply: This is mainly due to Tesoro's ICS structure. Maintaining status boards and work related boards are two separate issues. Each resource used was adequately documented via an extensive T-card record system. In the future periodic meetings between Operations and Planning section will be scheduled to avoid any confusion.
- Operations Section integrated Local, State and Federal operations representatives into the section.**
TESORO: USCG representatives integrated successfully and were extremely helpful. State Representatives did not fully integrate and migrated to their own corner.
- Operations Section Chief was prepared for and attended all required meetings per established meeting schedule.**
TESORO: Operations Section Chief attended all required meetings.

- Operations Section properly managed all field resources.**
 TESORO: *Operations did demonstrate that field resources could be managed. Task Force Leaders assigned. Day One simulated. Day Two mainly training.*
 USCG: *Operations maintained good flexibility for the on-water tactics on Day 2 in light of the marginal weather and sea state conditions.*
- Operations Section addressed source control (Vessel Salvage, cargo transfer, etc)**
 TESORO: *Representatives of Mormac Marine addressed source control, salvage, cargo transfer, etc. Additionally Mormac Marine Inc. activated their Crisis Management Team in Stamford, CT and communicated with ABS.*
 USCG: **MORMAC made excellent use of the American Bureau of Shipping (ABS) when developing a vessel lightering and stabilization plan on a real-time basis without previous notification.**

Operations Section Critique

What went well:

1. Tesoro: Task Force assignments were set up early in the exercise.
2. Tesoro: Requisitions were sent to Logistics for operational needs.
3. Tesoro: ICS 204 field assignments were completed in a timely manner.
4. CISPRI: Operations Section organized into 4 work groups quickly (offshore, near-shore, on-shore, non-mechanical). Observations by SERVS person in section indicated that the "Stormin and Formin" phase was much reduced during this exercise than what he was used to at SERVS.
5. CISPRI: All groups researched the capabilities / limitations of the CISPRI equipment to propose reasonable solutions.
6. CISPRI: Integration of Operations dispersant / in situ burning into environmental unit was outstanding. Rapid development of application.
7. CISPRI: Integration of USCG / Tesoro in Operations was working well in on shore, near-shore, and Non-mechanical workgroups. Less so in off-shore.
8. CISPRI: Excellent time management of input / meetings.

What needs work:

1. Tesoro: Integration with the USCG worked very well. Integration of State personnel needs improvement. Mormac worked very well within Operations.
2. Tesoro: Interaction between Operations and Resources unit requires improvement to identify field change orders.
3. Tesoro: Logistics needs to complete requisition forms to free up Operations Section to better manage field resources.
4. Tesoro: Operations should have a pre-planning meeting to set up documentation guidelines.
5. Tesoro: Operations Assistant needs to improve ICS-214 (Unit Log) keeping for the Operations Section with help from the entire section.
6. Tesoro: Need more ADEC involvement to make integration work.
7. USCG: Task Force 1 was not fully effective. The Task Force leader should have been on the bridge directing overall Task Force operations instead of on the deck of the Heritage Service assisting in getting the equipment deployed.

Tactical instructions to participating vessels were apparently delayed because of this. The Task Force schematics and general assignments, while available, were not widely distributed. This may have resulted in some of the confusion and lack of knowledge on the on-water tactics that were employed.

Reply: While deployment was slow this was an exercise with the primary objective of Safety First. This also was a training opportunity for IRTs and contract personnel.

8. USCG: The dispersants pump failed during the deployment exercise. Tesoro and/or CISPRI need to determine the cause of the failure and modify the preventative maintenance plan to ensure the pump is fully operational. A few minor design changes to the heli-bucket would make it easier to deploy. Once they tried to lift it, the cable became entangled twice. First on the fuel tank for the pump motor due to its location and secondly on the actual fin designed to keep the bucket from swinging once airborne. The heli-bucket nozzles were clogged. The lines need to be blown dry with air before it is stored away. They were frozen solid and may not have worked even if the motor did.
9. CISPRI: Hand-off from Tesoro Alaska to "Away Team" on second day was difficult. This was drill induced since the transition would have been longer.
10. CISPRI: Link between on-water deployment and command post deployment was not established the second day. People in CP were still working Nikiski issues. Deployment was occurring outside of that. Confirming orders for resources with Logistics became slow and sometimes confusing. Process identification can help.
11. CISPRI: ADEC still not fully integrated into work process. Recommend dragging them into each work group to reduce later delays in approving IAP.
12. ADEC: The Tesoro Communications dispatcher aboard the Heritage Service requires additional experience and training. The radio was left unattended at times, and the dispatcher needed to be told that a call was coming through. The position was key to the operation of Task Force 1.
13. ADEC: The on-water response on the Heritage Service was ineffective. The skimming system deployment was slow and encounter rates were minimal. The Task Force Leader spent most of his time on the deck assisting in getting equipment deployed. He should have been on the bridge directing operations for the Task Force.
Reply: While deployment was slow this was an exercise with the primary objective of Safety First. This also was a training opportunity for IRTs and contract personnel.
14. ADEC: The 100 barrel barge assigned to the Resolution would have quickly exceeded the capacity of the oil and water recovered by the skimming system. There was no clear and quick way to transfer the recovered oil and water to another storage system or replacement mini-barge that would allow the Resolution to continue to recover oil.
Reply: This was not exercised nor was it identified as an objective. Other barges are available and a lightering plan was also drafted for barge replacement. Adequate F/Vs were available for this purpose.

15. ADEC: The Task Force schematics and general Assignments, while available, were not widely distributed.

Reply: ICS-204 forms were distributed at the morning operations meeting.

16. ADEC: The dispersant pump failed during the deployment exercise. Tesoro needs to determine the cause of the failure and modify the preventative maintenance plan to ensure the pump is operational. A source for a replacement pump should be identified.

Reply: Complete systems were available for replacement. This was discussed.

Future Recommendations:

1. CISPRI: Separate communications (dispatch) from Command area (Lands-end).

1999 AREA EXERCISE
SELF-EVALUATION FORMS
PLANNING SECTION

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

- Planning Section was established as per the Contingency Plan and included the following units/functions: Situation, Resources, Documentation, Long Term Planning, and Environmental.**
TESORO: All units established and functional.
- Planning Section used information from the various applicable Contingency Plans.**
TESORO: Planning Section (mainly Environmental Unit) used Unified Plan, Cook Inlet Vessel Oil Pollution Prevention and Contingency Plan, Cispri Technical Manual, NOAA ESI mapping series, Cook Inlet Sub-Area Plan in the development of various permits, applications, wildlife identification, and identification of Sensitive Areas.
- Planning Section Chief established an appropriate meeting schedule. Planning cycle meetings included: Incident Briefings, Unified Command Meeting, Tactics meeting, Planning Meeting, Operations Briefing, Media conferences, and Special Purpose meeting (as applicable)**
TESORO: Meeting schedule established and posted early on in the exercise (Both Days)
- Planning Section Chief facilitated and ensured appropriate attendance and participation at all scheduled planning cycle meetings.**
TESORO: PSC facilitated all meetings and assured appropriate attendance.
Deficiency: Meeting location should be away from Command Post. Meeting attendance should be more restrictive. Agency personnel should limit their numbers.
- Planning Section prepared and maintained Command Post displays which included the following: Incident Summary, Weather, Tides, Situation and Planning Maps, Response Objectives, Resources at Risk, Organization Chart, Resources Status, and a Meeting Schedule.**
TESORO: Maintained in Command Post. This is where having controllers would have helped the Situation Status information flow. ADEC maintained separate Situation Status duplicating the information effort rather than contribute to an integrated information flow.
ADEC: The Situation Status Boards did not provide timely and accurate information. The display boards should include the date and time information is posted to provide some degree of currency for the information.
- Developed and maintained a master list of all resources checked in at the incident including Check-in, status, current location, estimated time of deployment, etc.**
TESORO: T-Cards used effectively to manage resources.

- Developed an approved Incident Action Plan.**
TESORO: An approved Incident Action Plan was completed on day one. On day two an IAP was completed however not signed by the U.C.
USCG & ADEC – The Incident Action Plan should be developed, coordinated and reviewed jointly by the RP and agency staff prior to delivery to the Unified Command.

- Documented the Spill Response effort (use of IAP, Log Sheets (ICS-214), etc)**
TESORO: IAP, Log Sheets (ICS-214) and other NIIMS ICS forms used to document incident.
USCG – The IAP for day 2 should not contain outdated 201 briefs which can cause confusion for responders.

- Documented decisions made by the Unified Command**
TESORO: Documentation administrative assistants assigned to Command and each Section and the Environmental Unit. ICS-214 maintained by each section and collected by Documentation.

Planning Section Critique

Planning Section Chief:

1. Tesoro: Lack of overall cooperation in trying to maintain the meeting schedule posted by the planning section.
2. USCG: Tesoro accomplishes tactical planning as part of Operations and not the Planning section. This created some confusion for the Coast Guard and State Planning Staffs in terms of typical ICS roles and responsibilities. The USCG and State representatives were not able to effectively integrate into Tesoro's response organization.

Reply: The entire U.C. should be flexible enough to adapt to any "Management System" and not let this become a detraction from the overall goal of responding to an incident.

Long Term Planning:

1. Tesoro: One of best drills as seen from Long term Planning – information was readily obtained, all sections and units were very cooperative.
2. Tesoro: Interface with USCG (Joe Lally) went very smoothly and he provided plenty of valuable input.
3. Tesoro: MS (Microsoft) project software would be better suited for producing a final copy of the Long Term Plan. Should consider assigning a computer with MS project for final LTP development. However, still continue to maintain wall mounted display.
4. Tesoro: The Environmental Unit Task Board was very helpful.
5. Tesoro: Need to improve feedback on updates from meetings to Planning Section members.

Reply: Meeting Agenda form changed to meeting minutes

6. USCG: The Long term plan was a very good product and was developed in a fully integrated fashion.

Situation Status Unit:

1. Tesoro: Information flow to planning was poor. (Situation unit needs to facilitate)
2. Tesoro: Planning needs to work closer to operations
3. Tesoro: Need area maps of Cook Inlet to show more detail. Overall view of Cook Inlet makes it impossible to show locations of Task Forces, oil trajectories and protection of environmentally sensitive areas.
Reply: Will try overheads or powerpoint next exercise.
4. Tesoro: Situation Status should use Unit logs to post chronology.
Reply: No requirement chronology be posted.
5. Tesoro: Keep personnel within assigned units. Agency personnel wandering about.
6. Tesoro: More whiteboard room needed to post Situation Status information.
Reply: Not feasible, need to make most of what is available.
7. Tesoro: Need to develop a drill control group whose task is to control / distribute the conditions of the exercise. Multiple job tasks resulted in poor control / distribution of drill information.
Reply: Will use controllers in future exercises.

8. **USCG:** The Situation Status Boards were inconsistent and did not include much of the required information (i.e. Vessel Status...). The Operations, Logistics, Planning sections often had conflicting versions of the same information posted. The "Big Picture" was never apparent when viewing the status boards. Posted information should also be time stamped to help players identify how current the information is.
9. **USCG:** A Unified Command Organization Chart (vice Tesoro only) is needed. More effective situation information sharing needs to take place between Situation Unit and Operations Section.
Reply: Agency personnel were welcome to place their names on the chart.

Resource Unit:

1. **Tesoro:** Extra people (away team, USCG, etc) was very helpful.
2. **Tesoro:** New T-card holders were great.
3. **Tesoro:** T-card pictures were great for easy equipment identification.
4. **USCG:** Cispri's T-cards included photos of their equipment prominently displayed on the front of the cards. The photos were very useful for personnel who were unfamiliar with the names of the vessels and equipment.
5. **Tesoro:** Used ICS-215 form to cross-check T-cards.
6. **Tesoro:** State planning personnel were not very helpful.
7. **Tesoro:** Need to improve tracking of personnel.
8. **Tesoro:** T-cards from Logistics must include T.F. assignments given by operations.
9. **Tesoro:** T-card information needs to be expanded.
10. **Tesoro:** Is it necessary to track crews of the boats and F/Vs. No not required.
11. **USCG:** It is unclear how the Resource Unit can best support the response if they are not involved in resource ordering and tracking throughout the entire response. The Operations Section drafted resource orders and either ordered resources themselves or sent the orders to the Logistics Section to be filled. The Resource Unit found out about newly ordered resources once they arrived in staging areas. This could result in staged resources being double-ordered by a Logistics Section who did not realize that they were already available in a staging area.
12. **USCG:** State did not provide a member to the resource unit. No State resources were tracked or displayed as T-cards during the drill.

Documentation Unit:

1. **USCG:** The IAP should be clearly organized so that needed information is readily apparent (i.e. goals are not buried in the document...) and not duplicated. The IAP may be more valuable to responders if it references approved permits / plans versus including them all in one large document.
Reply: New IAP index completed.

1999 AREA EXERCISE
SELF-EVALUATION FORM
ENVIRONMENTAL SECTION

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

- Environmental Unit used information from the various applicable Contingency Plans.**
TESORO: Environmental Unit used Unified Plan, Cook Inlet Vessel Oil Pollution Prevention and Contingency Plan, Cispri Technical Manual, NOAA ESI mapping series, Cook Inlet Sub-Area Plan in the development of various permits, applications, wildlife identification, and identification of Sensitive Areas.
- Environmental Unit Leader participated in all required meetings**
TESORO: Environmental Unit Leader participated in all required meetings. However failed to fully brief other members of the Environmental Unit.
- Identified all sensitive resources likely to be effected by the spill, and set priorities for protecting these resources. (Ensured this aspect of the Situation Status Display is kept current).**
TESORO: Environmental Unit identified sensitive areas potentially effected by the spill and set protection priorities. This was an effective use of agency personnel.
USCG: The RCAC representative was extremely helpful in prioritizing sensitive areas.
USCG: Partial - Did not ensure that this aspect of Situation Status Display was kept current.
- Worked with Operations Section to establish environmental protection strategies.**
TESORO: Discussions held between Environmental Unit And Operations Section to identify Kenai River Protection Strategy.
- Established Shoreline Cleanup Assessment Teams (SCAT). Ensured shoreline clean-up assessment situation display was kept current (ICS-209)**
TESORO: SCAT teams established with Agency members as well as CIRCAC representation.
USCG: The SCAT surveys went well. The NOAA representative provided good, on-site training.
USCG: Partial - Did not ensure that this aspect of Situation Status Display was kept current.
- Used SCAT information to recommend shoreline clean-up recommendations, priorities, and restrictions.**
TESORO: Operations Section was fully prepared to used SCAT recommendations, priorities, and restrictions in shoreline clean-up recommendations.
- Provided technical review and recommendations (applications) regarding use of alternative technologies including In-Situ Burning and dispersants.**
TESORO: Dispersant and In-situ burning applications submitted in a timely manner. Having agency personnel in the drafting portion extremely beneficial.

- Developed an incident specific Waste Disposal Plan consistent with the contingency plan. Ensured spill status portion of the situation display was kept current (ICS-209)**
TESORO: Waste Management plan developed and signed by U.C. Needs to be worked sooner was developed and issued too late in the drill.
USCG: Partial - Did not ensure that this aspect of Situation Status Display was kept current.

- Coordinated with state wildlife rescue/rehabilitation operations, including volunteer management/training, and coordinated with Operations Section regarding implementation. Ensured wildlife portion of the situation display was kept current (ICS-209).**
TESORO: Effectively coordinated with on Scene agency personnel
USCG: Partial - Did not ensure that this aspect of Situation Status Display was kept current.

- Coordinated wildlife hazing, as necessary.**
TESORO: Wildlife Capture, stabilization, transportation, and Treatment Plan completed and submitted.

- Developed and managed all environmental permits and applications.**
TESORO: All environmental Permits including In-Situ burning, Dispersant, Waste Management, etc., were managed by the environmental Unit. Dispersant Strategies need to be worked prior to next exercise.

Environmental Unit Critique

What went well:

1. CISPRI: Environmental Unit personnel worked well together with each member having identified permits they were responsible for.
2. CISPRI: Permit Status Board was very helpful in keeping entire unit and other sections appraised.
3. CISPRI: Agencies (ADEC, ADNR, ADF&G, USCG) integrated very well within the Environmental Unit. The permit process was much more streamlined because of integration.
4. Tesoro: Sensitive area identification / priorities established and communicated with Operations Section.
5. Tesoro: Good consensus established between environmental concerns and operational constraints.
6. Tesoro: Agencies and CIRCAC well integrated into planning and field efforts.

What needs work:

1. CISPRI: Environmental Unit needs more phones.
2. CISPRI: Computers are an on-going issue. Need additional computers for computer generated permits and applications.
3. Tesoro: Better communications between Environmental unit and rest of the spill response.

1999 AREA EXERCISE
SELF-EVALUATION FORMS
LOGISTICS SECTION

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

- Demonstrated the ability to operate within the spill management system as described in the Tesoro Contingency Plan.**
TESORO: Logistics Section operated within the NIIMS ICS effectively integrating members of the Tesoro Away Team and agency personnel.
USCG: Very limited USCG participation in this section.
- Demonstrate the ability of the Logistics Section to coordinate and process requests for resources.**
TESORO: Requisitions were processed in a timely manner.
USCG: Partial credit due to poor coordination with Resource unit.
- Manage the implementation of the contingency Plan's Communication Plan and prepare an incident Radio Communications Plan (ICS-205).**
TESORO: Communications unit established and comms plan prepared as required.
USCG: Cispri has a well set-up Communications Center / away communications gear package and very professional / knowledgeable radio operators and technicians.
- Developed or described a plan to ensure sufficient feeding, potable water and sanitary arrangements to meet all incident needs.**
TESORO: Logistics Section effectively anticipated needs for services.
- Developed a plan to provide personnel and equipment for all elements of the response.**
TESORO: Logistics Section effectively anticipated needs for services.
- Established a command post that accommodated the needs of the response organization.**
TESORO: Cispri Command Post is an outstanding facility. Day 2 "Lands End" Command Post demonstrated that Tesoro could relocate the Command Post if necessary.
- Identified and planned for support facilities / areas as needed including equipment / personnel staging areas, etc.**
TESORO: Logistics Section effectively anticipated needs for services.
- Developed a plan to provide ground, vessel, and aircraft support (includes vehicle, vessel, and aircraft maintenance).**
TESORO: Logistics Section effectively anticipated needs for services.
- Developed an effective Medical Plan (ICS-206)**
TESORO: Medical plan developed and included in the IAP.
- Logistics Section Chief was prepared for and attended all required meetings per established meeting schedule.**
TESORO: Logistics Section Chief attended all required meetings.

Logistics Section Critique

What went well:

1. **USCG:** All personnel were fully engaged in the Logistics section and no major logistics problems were identified.
2. **CISPRI:** Tesoro's Logistics Team came with personnel who were trained and prepared to provide the require support.
3. **CISPRI:** Staff size was segmented into sections / individuals responsible for personnel, equipment, vessels, and support to facilitate assessing needs and procurement / delivery
4. **Tesoro:** Good team-work with strangers. Knowledge of Cispri equipment.

What needs work:

1. **USCG:** The Communications Center at the Lands End Inn needed to be situated out of the main traffic area. An e-mail system would be very helpful for processing incoming and outgoing messages.
2. **CISPRI:** Coordination of T-Cards. First time utilized. Can build on positive aspects for future use.
3. **Tesoro:** Need list of vendors and resources.
4. **Tesoro:** Vendor names need to be on requisitions – need new forms
5. **Tesoro:** On T-cards – Skipper name and number of crewmembers, ready made IRT cards, complete list and rates on cards.

Future Recommendations:

1. **USCG:** The requirement to secure Incident Commander approval for taking part in over-flight activities was cumbersome and could become a bottleneck in a real event.
2. **CISPRI:** Ensure we provide adequate resources to staging areas to track / direct resources appropriately.
3. **Tesoro:** Need more phone books. Map on wall, establish courier service, Oil Spill Materials reference book.
4. **Tesoro:** Need Cispri to remain at table with us.

1999 AREA EXERCISE
SELF-EVALUATION FORMS
FINANCE SECTION

The NPREP Performance Standards listed below are to be used as guidance only. Please note your observations and document your assessment of the extent in which each of the main objectives and performance standards were addressed within your specific ICS section.

PERFORMANCE STANDARDS

- Provide accurate cost accounting information for the Tesoro Incident Commander.**
TESORO: Finance Section was able to track and communicate cost accounting data.
- Establish claims number.**
TESORO: Finance Section established claims number early on in the exercise (simulated).
- Establish and review contracts as necessary.**
TESORO: Finance Section reviewed contracts in a timely manner.
- Operate within the Unified Command Structure**
TESORO: Finance Section operated within the Spill Management Team despite relocating in an area separate from the rest of the U.C.
USCG: No Coast Guard participation in the section
- Section Chief to attend required meetings and provide documentation as required.**
TESORO: Finance Section Chief attended all required meetings.

Finance Section Critique

What went well:

1. CISPRI: Everyone seemed very focused on getting the job done.
2. CISPRI: AFE number was easily obtained, established contracts were pulled for member company to review. Working closely with Logistics is very helpful.
3. CISPRI: Paperwork flowed well.

What needs work:

1. CISPRI: Location of Finance Section was a problem, if at all possible relocate next to Logistics.